Training Plan for New FOIA Employees

General IMS

IMS Orientation (See the IMS website for scheduled dates.)

FOIA Specific

CADRE - registered

This course introduces case managers to the functions they will use to manage cases in CADRE. Students will learn how to review and create case correspondence, perform basic case research, assign case cross-references, assign keywords, create and manage taskings, manage fees, and conduct quality control.

Additional CADRE courses will be offered in the future.

FOIA for Attorneys and Access Professionals (DOJ course in DC)

This basic training program is designed for attorneys, paralegals, and information officers with limited previous experience under the FOIA who are now or soon will be working extensively with the Act. Workshops on FOIA exemptions emphasize the criteria for making information-disclosure determinations, and procedural issues are addressed as well. FOIA case managers should focus on the B1 and B3 workshops.

Fees and Fee Waivers Under the FOIA

This workshop focuses on the provisions of the Freedom of Information Act governing fees and fee waivers. This workshop will explore the statutory fee categories for different types of requesters, the types of fees agencies may charge requesters in the various fee categories, the uniform fee schedule and guidelines prescribed by the Office of Management and Budget, the standards for fee waivers, and the CIA's implementation of these requirements.

Fundamentals of the FOIA

This course provides students with an overview of the fundamental requirements of the Freedom of Information Act. The course examines the judicially-enforceable right to access federal agency records provided by the statute, the nine exemptions and three exclusions available to federal agencies to protect information from disclosure, procedural issues associated with the processing of requests, and litigation considerations involving the statute. The course explores topics of special interest to the CIA, such as the Glomar response, the operational files exemption, and the CIA-specific statutes that protect CIA information from disclosure.

Information Review and Release Related

Fundamentals of the Privacy Act

This course provides students with an overview of the "code of fair information practices" established by the Privacy Act of 1974. This course explores how the fundamental requirements of the Privacy Act attempt to balance the Government's need to maintain information about individuals with the rights of individuals to be protected against unwarranted invasions of their privacy stemming from the Government's collection, maintenance, and dissemination of personal information about them.

Communication Related Courses

Briefing Techniques

The best way to develop the skills needed to give an effective presentation is through actual experience. This course focuses on developing fundamental briefing skills. It helps students gain competence in analyzing an audience; selecting and organizing content; preparing and using a variety of visual aids, including PowerPoint; dealing with stress; displaying self confidence; and responding to challenges. So the students can critique themselves, all briefings are videotaped. The course is provided by CIAU.

CIA Act

Effective Feedback Skills for Non-Supervisors

An important part of a CIO and [   ] officer's job is to contribute to an overall productive work environment. Historically, training in the area of effective feedback skills has been limited to the supervisor. Because the success of a performance feedback discussion is based on two-way dialogue, it's appropriate for employees to receive training in how to respond to feedback in effective and respectful ways. This training can be valuable to both parties in the development of clear performance expectations.

(b)(3)

Listening Skills

This course presents proven techniques for effective listening in a technical environment. Active listening in today's fast-paced, technical world demands the discipline to pay attention, the persistence to get to the real message, and the willingness to hear the meaning. Participants will learn what to listen for, what to look for through nonverbal cues, what to overlook, and how to ask questions to get to the real issue in technical discussions. The Return on investment for effective listening is great. The results you will see include better relationships, more opportunity, increased productivity, fewer mistakes, and greater success. *(Although aimed at a technical audience, this may be valuable for all.)*

Customer Service Workshop

This course is designed to help sharpen ones Customer Service skills. Enhance our understanding of who the "Customer" is; Assess the challenges facing Directorate of Support in meeting customer requirements; Develop specific listening skills; Develop skills in handling difficult customer situations; Develop Techniques for giving and receiving customer-focus feedback.

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Writing Clear and Concise Memos and Reports (formerly Essentials of Writing)

This course is designed to help students develop strategies for composing, organizing, and editing documents that vary in length from the short business letter to the analysis of a complex business problem. Following a brief review of grammar, syntax, and style, the course emphasizes the principles of unity, emphasis, and coherence--necessary components of the well-written document. The course demonstrates techniques for the effective use of supporting detail in works designed to anticipate and meet specific readers' needs.

Negotiate to Succeed

In this course you will learn the "WIN-WIN" philosophy of negotiation, including identifying negotiating styles and recognizing tactics in negotiation. You will also cover how to successfully resolve conflict, while standing firm and create better outcomes from your negotiations. Instructor: [   ] (b)(6)

<u>General Courses</u>

Seven Habits of Highly Effective People

This workshop is based on Stephen R. Covey's best seller, Seven Habits of Highly Effective People, a holistic, integrated, principle-centered approach for solving personal and professional problems and living life more effectively. This workshop integrates penetrating insights and pointed anecdotes with a step-by-step program to employ the seven habits and allows for the opportunity to discuss powerful principles that help participants live more effective lives, both personally and professionally. Through self-reflection, individuals journey from the "private victory" of knowing where one is headed and following through to the "public victory" of developing trust with others. The knowledge gleaned from this course enables participants to maximize their personal and interpersonal development. All participants will receive a Franklin Covey Seven Habits planning system. This workshop is provided by the Leadership Development Department of CIA University's Leadership Academy.

An Overview of Critical Counterintelligence Issues ✓   (b)(6)

This intense, graduate-level course, sponsored by the NCS Counterintelligence Center (CIC) and presented by [   ] is open to staff employees of all grade levels. Students will gain an in-depth understanding of counterintelligence issues through dynamic multimedia presentations by outstanding experts in the counterintelligence field. In addition to covering literally dozens of the most significant and intriguing spy cases of this century, the course will focus on the strategic role of counterintelligence in national security successes and failures; the myths and misunderstandings about CI successes and failures; and the philosophical, ethical, legal, cultural, and national values basis of counterintelligence. Particular emphasis will be placed on the continually evolving role of CI in CIA, demonstrating how the value placed on CI at various points in our history has affected our mission, our culture, and our effectiveness. Participants will receive several readers filled with CI-related articles and documents. They will also receive additional CI-related readings during the course of the class.

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How Full in Your Bucket?

This course is based on the book by the same name. In this brief but significant book, the authors, a grandfather-grandson team, explore how using psychology in everyday interactions can dramatically change our lives. The authors suggest that we all have a bucket within us that needs to be filled with experiences, such as recognition or praise. When we are negative toward others, we use a dipper to remove from their buckets and diminish their positive outlook. When we treat others in a positive manner, we fill not only their buckets but ours as well. The authors illustrate how this principle is used in business and management, marriage and other personal relationships.

CI and the Internet

(b)(3)

National
Security Act

This seminar is geared towards employees who have some knowledge and experience on the Internet. Discussion topics include [   ] counterintelligence dangers from careless use of the Internet, and Agency policies.

Conflict Management

This course will help you identify how to predict a problem situation before it develops and will present techniques for defusing emotional reactions that do arise. You will also find out how your personality drives your emotional responses and define tips for remaining cool and collected in even the most volatile situations.

Critical Thinking Workshop

Critical thinking involves evaluating how you think and then choosing a path of investigation that helps you find the best possible answers. You practice critical thinking when you carefully and deliberately evaluate your own thought processes used to reach a conclusion. Non-critical thinking often leads to the wrong conclusions, going off in the wrong direction, and disagreements due to misinformation. Learn to develop the best solutions to problems, recognize your own biases to guide self-improvement, identify key issues, and give sound arguments to create buy-in for your ideas.

Getting More Done in Less Time

This powerful one-day seminar will show you how you can easily handle even the most impossible priorities and demands. Among other things, you will learn how to use an innovative priority plan that assures you'll get the important things done on time, every time. You'll master a simple "worksheet" formula that guarantees good results in any situation. You will discover realistic, effective methods to defeat procrastination and learn how to deal with changing deadlines smoothly and easily.

Interpersonal Survival Skills

The purpose of this one day course is to provide officers with the tools to improve work relationships and gain insight into the most important aspects of their jobs. Workshop activities provide opportunities for officers to identify and understand their "Emotional Intelligence", learn how to proactively respond to various situations in their own workplace, develop a personal growth and success plan and develop the skills required to communicate effectively in a non-defensive manner.

Leadership Courses

Leading for Creative Results

This two-day workshop is primarily designed to give officers enhanced skills for getting others to perform. It is a framework that blends essential skills in traditional fields of leadership and negotiation that promote joint problem solving to reach results. Effective professionals and managers must be flexible to know where to rely on formal lines of authority and when to informally lead a group to results. The workshop will teach techniques that will motivate staff to reach results and create effective working relationships with senior staff.

Situational Self Leadership - Scheduled

More than ever, organizations—including the CIA—are depending on individual contributors who take the initiative to go beyond problem spotting to problem solving. Situational Self-Leadership helps participants develop the skills they need to succeed in this new world of greater personal responsibility and leadership. The workshop will give officers a model, tools, and strategies for gaining more satisfaction from their jobs. Participants will find their notions of leadership challenged, have an opportunity to examine their motivation, confidence, knowledge, and skills, and be encouraged to assume greater responsibility for development toward peak performance.

Leadership Communications

Transformational leadership requires the leader to create a vision and then articulate that vision. To effectively create the vision, the leader must listen fully to the needs and values of the constituents. And to effectively articulate that vision the leader must design written and oral discourse that inspires the transformation. Thus, the transformational leader makes use of strategic listening and speaking skills in communicating successfully.